



McTier, A., and McGregor, A. (2013) Evaluation of Community Jobs Scotland Phase 2 (2012-2013). Project Report. Scottish Government, Edinburgh.

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Evaluation of Community Jobs Scotland Phase 2 (2012-2013) Final Report



**University
of Glasgow** | Training & Employment
Research Unit

**Evaluation of Community Jobs Scotland Phase 2 (2012-2013)
Final Report**

26th November 2013

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of Glasgow** | Training & Employment
Research Unit

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Executive Summary

Community Jobs Scotland Background

1. Community Jobs Scotland (CJS) is a Scottish Government funded job creation programme that performs a dual function as:
 - An employability programme providing young unemployed individuals with paid work and additional training to help them progress into sustainable employment.
 - A programme to support the development of third sector organisations.
2. The evaluation looks at Phase 2 of the CJS programme which ran from August 2012 to March 2013 (when the last jobs started).

Community Jobs Scotland Delivery

3. The main features of the programme are:
 - Jobs are created in third sector organisations.
 - Jobs last for 6 months (9 months for 16-17 year olds).
 - Jobs consist of a minimum of 25 hours per week and paid at national minimum wage.
 - Training and employability support is provided to support the development and progression of CJS employees.
4. Phase 2 also sees the introduction of Wage Incentive jobs targeted at 16-24 year olds with a disability or long-term health condition. These jobs are part-time at least 16 hours per week lasting for 18 months.
5. The programme is managed by Scottish Council for Voluntary Organisations (SCVO) and is overseen by an Advisory Group consisting of the Scottish Government, Skills Development Scotland (SDS), Department for Work and Pensions (DWP), Scottish Local Authorities Economic Development Group (SLAED) and SCVO.
6. The maximum funding available was £5,250 per CJS job (for the 18 month Wage Incentive jobs it is £7,800) excluding project management costs. This amount is to cover wages and employers' National Insurance contributions; overheads; employer support and supervision costs; induction, on-the-job training and jobsearch support. Funding of £200 per employee was also available as a training fund.

Community Jobs Scotland Outcomes

7. The CJS Phase 2 programme created 1,420 jobs across 383 employers.
 - 290 were CJS jobs filled by 16-17 year olds.
 - 918 were CJS jobs filled by 18-19 year olds.
 - 137 were CJS jobs filled by 20-24 year olds.
 - 75 were Wage Incentive jobs.
8. Jobs were created across all 32 of Scotland's local authorities with the distribution closely mirroring the distribution of the 16-19 More Choices, More Chances group across Scotland.

9. Of the 1,290 CJS employees who have either completed their CJS contract or left early:
 - 39% entered employment.
 - 9% entered further education or training.
 - 6% engaged in volunteering.
 - 27% returned to unemployment.
 - The destinations of 19% were unknown.

Community Jobs Scotland Employee Feedback

10. Feedback from the CJS employees is widely positive. They valued the CJS jobs themselves, the support from their line manager and colleagues, and the training they could access.
11. As a result of their CJS experience, they report that their chances of finding future employment (particularly with a reference from an employer), their skills and confidence have all been enhanced through their CJS experience.
12. The evaluation has also found that the CJS programme has helped to change their opinions of employment in the third sector and widen their employment horizons.
13. In terms of improvements to the CJS programme, their suggestions included better advertising and information about CJS jobs, greater clarity on the training offer, a CJS key point of contact for CJS employees, and more support with what happens after their CJS contracts.

Community Jobs Scotland Employer Feedback

14. 94% of supervisors/line managers thought CJS was a 'very good' or 'good' employability programme; and 93% thought CJS was a 'very good' or 'good' third sector organisation development programme.
15. CJS employers rated their CJS employees highly. They were most impressed by their ability to get on with other staff, their willingness to learn and the fact that they stayed in the job. Many CJS employers have or would have kept on some or all of their CJS employees – particularly if the CJS employee had become core/valued part of the organisation; was enthusiastic and willing to learn; and was hard working and demonstrated a good work ethic.
16. The CJS programme has often had a positive impact on their organisations. 50% said that CJS had enhanced the level of services that they deliver; had provided mentoring or supervisory experience for existing members of staff; and had widened the pool of people they would look to recruit from.
17. In terms of improvements to the CJS programme, their suggestions included improved recruitment processes; flexibilities around programme length and eligibility; better in-work support and progression opportunities for CJS employees.

Community Jobs Scotland Stakeholder Feedback

18. Stakeholders feel that the CJS model is well-established and there has been a very good response to the introduction of the Wage Incentive jobs, the change in age focus to 16-19 year olds and the revised off-the-job training offer.
19. In terms of improvements to the CJS programme, their suggestions included the need for an organisation to have primary responsibility for supporting the progression of CJS employees into positive destinations after their CJS contracts; to consider how to ensure high quality job search training is provided; and to better share information with Local Employability Partnerships (LEPs) so that they can contribute more to the programme.

Conclusions and Recommendations

20. CJS remains a valuable employability programme as it creates good quality and diverse job opportunities in supportive working environments for unemployed young people across all 32 of Scotland's local authorities.
21. Feedback from CJS employees, employers and stakeholders has been positive with recognition that changes have been made from Phase 1 that have enhanced the programme. However, all also identified improvements that can be made to the programme – some of which could help increase the job entry rate further. The main issues identified are:
 - Some difficulties encountered by young people and CJS employers at the recruitment stage.
 - Lack of clarity around the off-the-job training offer.
 - No clear responsibility or process for supporting CJS employees into positive destinations after their CJS contracts.
 - Limited connections with LEPs across Scotland.
22. Based on the findings of the evaluation, the recommendations are to:
 - Engage more, smaller Third Sector organisations in CJS.
 - Enhance recruitment advertising to increase number of applications to CJS jobs.
 - Clarify off-the-job training offer.
 - Establish a programme point of contact for CJS employees.
 - Promote effective transitions to positive outcomes.
 - Better integrate CJS within LEP provision.

1. Introduction

Background

Community Jobs Scotland (CJS) is a Scottish Government Opportunities for All-funded job creation programme that performs a dual function as:

- An employability programme providing young unemployed individuals with paid work and additional training to help them progress into sustainable employment.
- A programme to support the development of third sector organisations at a time when they are experiencing increasing demands for their services alongside reductions in their available resources.

Phase 1 of the CJS programme ran from August 2011 to 2012 and created 1,861 job starts with 448 employers. Phase 2 is a continuation of the Phase 1 programme but with some key changes made based on the priorities of the Scottish Government and the recommendations from the Phase 1 evaluation¹. The key changes are:

- A focus on 16-19 year olds in contrast to Phase 1 which targeted 16-24 year olds along with opportunities for disadvantaged over 25 year olds.
- The inclusion in Phase 2 of jobs specifically targeted at young unemployed people with a disability or long-term health condition.
- A change in how the training and employability support for young people is organised and resourced.

Phase 2 ran from August 2012 to March 2013 (when the last jobs started) and funding was available to **create up to 1,500 jobs**. The breakdown of these jobs is as follows:

- **1,400 jobs targeted at 16-19 year olds who are unemployed** and not accessing alternative Government support. These jobs are full-time (at least 25 hours per week) and last for 9 months for 16-17 year olds and 6 months for 18-19 year olds. Unemployed 20-24 year olds with additional barriers to work could apply to some of these jobs.
- **100 jobs targeted at 16-24 year olds with a disability or long-term health condition**. These jobs are part-time (at least 16 hours per week lasting for 18 months) and classified as **Wage Incentive jobs**.

The programme is managed by the Scottish Council for Voluntary Organisations (SCVO) and is overseen by an Advisory Group consisting of the Scottish Government, Skills Development Scotland (SDS), Department for Work and Pensions (DWP), Scottish Local Authorities Economic Development Group (SLAED) and SCVO. The main features of the programme are:

- Jobs are created in third sector organisations; are to be additional to the organisations and not be a substitute for existing jobs; and must offer demonstrable community benefit.

¹ McTier, A, Clelland, D and McGregor, A (2012) *Evaluation of Community Jobs Scotland Programme*. University of Glasgow Training and Employment Research Unit. Available at: www.scotland.gov.uk/Resource/0039/00397550.pdf

- As a minimum, jobs last for 6 months; are paid at national minimum wage; and the young people become full employees of the employing organisation and subject to the same terms and conditions as other employees.
- Training and employability support is provided to support the development and progression of CJS employees.
- Opportunities are available across all 32 local authority areas.

Aims of the Evaluation

The evaluation of the Phase 2 programme was carried out in June and July 2013 and had four broad aims:

- To assess the programme's performance to date – including providing an update on the performance of Phase 1.
- To capture the views of the programme's participants, employers and delivery partners.
- To identify wider impacts of the programme.
- To make recommendations on how delivery can be improved in view of the Scottish Government's continued support for Community Jobs Scotland.

The evaluation consisted of interviews with CJS delivery partners and stakeholders; an e-survey of local authority employability representatives; focus groups with CJS employees; focus groups and an e-survey of CJS employers; and analysis of CJS programme management information systems data. It has been structured into the following chapters:

- **Chapter 2: Community Jobs Scotland Delivery** – sets out how the programme is delivered and managed.
- **Chapter 3: Performance of CJS Phase 2** – reviews programme performance against (where possible) Phase 1 performance.
- **Chapter 4: Feedback from CJS Employees** – reports on the findings of the CJS employee focus groups.
- **Chapter 5: Feedback from CJS Employers** – reports on the findings of the CJS employer e-survey and focus groups.
- **Chapter 6: Feedback from CJS Stakeholders** – reports on the stakeholder interviews and e-survey of SLAED representatives.
- **Chapter 7: Interim Conclusions and Recommendations** – overall assessment of the CJS programme and recommendations for its future delivery.

2. Community Jobs Scotland Delivery

Introduction

This chapter provides an overview of the CJS programme's design and delivery with particular focus on the changes that have been made from Phase 1 to Phase 2. It has been structured according to the programme's four main components:

- Registration of employers.
- Recruitment of CJS employees.
- Community Jobs Scotland jobs.
- Training and wider supports for CJS employees.

Figure 2.1 provides a summary of how the Phase 2 programme and its constituent components are delivered.

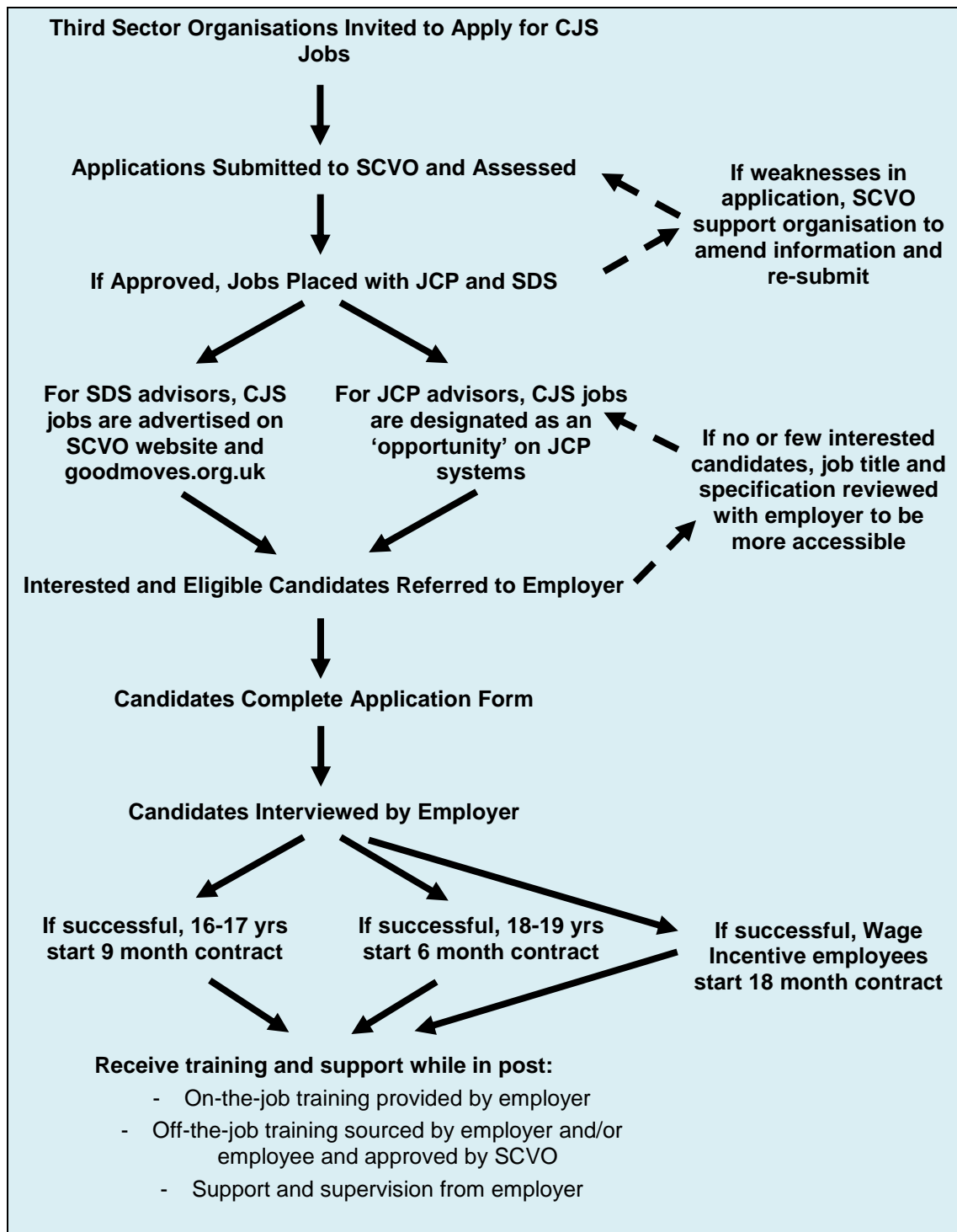
Registration of Employers

The registration process covers the marketing of the CJS programme to third sector organisations, supporting the employer application process and then agreeing on the allocation of CJS jobs. Taking each element in turn:

- **Marketing the CJS programme** is carried out through a wide range of mechanisms including the membership of SCVO, Third Sector Interfaces, the Third Sector Employability Forum, CJS employer roadshows (six were organised in Edinburgh, Glasgow and Inverness), social media (e.g. Twitter) and widely distributed e-bulletins. Marketing involved:
 - Raising awareness of the CJS Phase 2 programme and its aims.
 - Encouraging third sector organisations to apply for jobs.
 - Highlighting the support available to employers around the application process.
- **Supporting the employer application process** is carried out by SCVO and involves:
 - Providing guidance and support to employers to meet the programme's application requirements. In particular, Phase 2 involved working with employers to ensure the jobs applied for were appropriate to 16-19 year olds – i.e. did not ask for qualifications that 16-19 year olds were unlikely to have.
 - Offering a telephone helpline to employers for the duration of the application window.
 - Where weak or incomplete application forms are submitted, SCVO contact employers to explain where improvements can be made and then encourage re-application. In doing so, the capacity and expertise of third sector organisations are enhanced.
- **Allocation of CJS jobs** involves:
 - SCVO carrying out eligibility and compliance checks and scoring job applications against criteria (e.g. quality of job, community benefit, induction, job search, training and support, and contribution to sustainable employment).
 - The proposed allocation of jobs being approved by the CJS Advisory Group acting in an advisory capacity.

- Ensuring representative distribution of jobs across all 32 of Scotland's local authorities. This involved an initial 5 jobs being allocated to each local authority area (i.e. 160 jobs in total) and the remaining number being allocated proportionately according to 16-19 year olds unemployment data.

Figure 2.1: Overview of Community Jobs Scotland Delivery



Note: Eligible 20-24 year olds and Wage Incentive opportunities follow the 18-19 route. Wage Incentive candidates are referred by Jobcentre Plus Disability Employment Advisers.

From Phase 1, the key changes that have been made to the employer registration process are:

- Social Enterprise Scotland are no longer involved in marketing CJS to its members – but this does not appear to have impacted on the number of organisations applying for jobs.
- In view of concerns around the change in focus to 16-19 year olds, efforts were made to highlight the benefits that 16-19 year olds bring as employees. For example, employers were encouraged to think about 16-19 year olds' energy and enthusiasm, lack of poor work-related habits, technology skills, and the ability for employers to develop them as employees.
- Where possible, jobs were more widely spread across organisations than in Phase 1. This is to help build the capacity of smaller organisations (where an additional employee could have a greater impact) and learning from Phase 1 where employment outcomes were better among organisations that had a smaller number of CJS employees.

Comparing Phase 1 to Phase 2, there was some churn in the organisations who applied for jobs in Phase 2. Some organisations were new to the programme, while others decided not to apply due to the change in age focus, the fact that they had permanently recruited via Phase 1 and could not offer a new opportunity, or their own organisational circumstances had changed. The demand for jobs from organisations nevertheless outstripped the number that could be funded with 467 organisations applying for a CJS job in Phase 2. Of these:

- 383 organisations started a Phase 2 CJS employee.
- 79 organisations applied but did not start a CJS employee. The reasons behind this vary:
 - Some organisations chose to withdraw their application at the assessment stage.
 - Some were successful and allocated CJS jobs but the organisations later withdrew (e.g. due to changes in organisational circumstances or supervisory staff on long-term sickness).
 - Some organisations were successful and allocated CJS jobs but the jobs could not be filled due to a lack of suitable applicants or the employee failing to start.
- Five employers were rejected as the organisation or the jobs applied for were ineligible or inappropriate.

Situations where a CJS employee started but could not complete their CJS contract with their original employer due to the employer's change in circumstances required significant action on SCVO's behalf. On these occasions, SCVO would work with the CJS employees on a one-to-one and group basis to see what alternative jobs they would be interested in. Using this information, SCVO would then contact other local employers to see whether they could take on the CJS employees. If so, the CJS employees would restart their contracts from Day 1 as this would allow them the time to become accustomed with their new job and employer.

Community Jobs Scotland Jobs

For each CJS job, the maximum funding available is £5,250 (for the 18 month Wage Incentive jobs it is £7,800) excluding project management costs. This amount is to cover wages and employers' National Insurance contributions; overheads; employer support and supervision costs; induction, on-the-job training and jobsearch support. The funding available allows for different lengths of contracts depending on the age of the young person (i.e. reflecting the different National Minimum Wage levels) and weekly contracted hours (with Wage Incentive employees working a minimum of 16 hours per week). Specifically the jobs contracts through Phase 2 are:

- **16-17 year olds:** 9 month contracts and at least 25 hours per week.
- **18-19 year olds:** 6 month contracts and at least 25 hours per week.
From November 2012, it was agreed that these jobs could also be accessed by 20-24 year olds with additional barriers to work.
- **Wage Incentive jobs – young people with a disability or long-term health condition:** 18 month contracts and at least 16 hours per week.
These jobs are specifically discussed in Box 2.1.

There was also flexibility within CJS to allow an employer to offer a longer contract but at reduced hours per week if health or other personal barriers meant that the CJS employee could not sustain 25 hours per week.

Box 2.1: Wage Incentive Jobs

The Wage Incentive jobs initially began as a pilot job creation programme between Remploy and SCVO and ran from April 2012 to early 2013. Retention and outcome levels were strong and resulted in SCVO approaching Shaw Trust (one of Scotland's two DWP Work Choice contractors) to see whether the pilot could be taken forward. The approach led to wider discussions between SCVO, the Scottish Government, DWP and the Work Choice contractors (Shaw Trust and Momentum) with the agreement that the pilot evolved into Wage Incentive jobs under the CJS umbrella.

75 Wage Incentive jobs were created and filled in the agreed timeframe of February to March 2013. The target was 100 jobs but the limited lead-in time meant that 25 jobs in the north of Scotland were not created. The main features of the Wage Incentives jobs are as follows:

- Jobs are a minimum of 16 hours per week, last 18 months and are paid at NMW. In the pilot, the jobs lasted 6 months.
- Total funding for each job is £7,800 per person which is made up of Scottish Government and DWP Work Choice Prime Contractor monies.
- Jobs are targeted at 16-24 year olds who are Work Choice eligible. In the pilot, 18-64 year olds were eligible.
- Where possible, organisations are only allocated a small number of Wage Incentive employees to help maximise the level of support and mentoring available to Wage Incentive employees and to distribute the opportunities across a wide range of organisations throughout Scotland.
- Referral to the jobs must be via a Jobcentre Plus Disability Employment Adviser, who carries out the Work Choice eligibility check.
- The Work Choice provider prepares the young people, matches them to the available jobs and then provides in-work support.

- SCVO recruit the employers and so create the jobs, administer the off-the-job training and manage the programme as a whole.

Recruitment of CJS Employees

Once the jobs are approved, they are placed with Jobcentre Plus, SDS and advertised on SCVO's goodmoves website. The recruitment process differs somewhat between Jobcentre Plus and SDS.

- **At Jobcentre Plus:**
 - CJS jobs are designated as 'opportunities' on the Jobcentre Plus Labour Market System. This means that the jobs are not visible to Jobcentre Plus customers and require Personal Advisers to inform customers of these jobs and make appropriate referrals. This is done to manage the number of applications made to each job and help ensure that only eligible customers apply for the CJS jobs.
 - Interested candidates are eligibility checked (e.g. not on the Work Programme) and provided with a job description, referral letter and application form. Initially, 18-19 year olds had to have been claiming for 3 months but from November 2012 they were eligible from day 1 of their benefits claim. The change was designed to support young people from the start of their unemployment and to help increase the number of applications to CJS jobs.
 - When the application form is completed, it is sent to the employer and an interview arranged.
- **At SDS:**
 - CJS jobs are not directly advertised on SDS's website but instead on SCVO's goodmoves website. SDS advisors are notified in advance about these vacancies and encouraged to refer appropriate candidates to the jobs. SDS refer 18-19 year olds via Jobcentre Plus so that they can be fully eligibility checked.
 - Interested candidates are provided with a job description, referral letter and application form.
 - When the application form is completed, it is sent to the employer and an interview arranged

Jobcentre Plus and SDS are the only organisations that can make referrals to CJS jobs, which means other organisations (such as Scotland's local authorities) have to direct local unemployed young people to Jobcentre Plus and SDS to be referred to a CJS job. The referral process is designed this way to help ensure that:

- Only eligible applicants are put forward – i.e. applicants can be checked by Jobcentre Plus to ensure they are not on the Work Programme; and that applicant has not held a CJS job in the last six months. In doing so, Scottish Government audit requirements are met.
- Referral numbers can be monitored by SCVO and are at a scale that can be managed by employers.

There has been little change in the recruitment processes between Phase 1 and Phase 2, aside from a general tightening up of the Jobcentre Plus and SDS referral processes and using Jobs Fairs to help attract candidates to the jobs. This reflects a perception amongst SCVO, Jobcentre Plus and SDS that the recruitment process generally works well. The main challenges that they have encountered are:

- Ensuring Jobcentre Plus and SDS advisors can and do access the full job descriptors that SCVO hold – and that this information is passed on to potential applicants.
- Some delays in vacancies being removed from the Jobcentre Plus and goodmoves systems when they have been filled. It is the CJS employers' responsibility to notify SCVO when a vacancy has been filled but, to avoid applications being made to filled vacancies, advisors are encouraged to contact the third sector organisation prior to referring an applicant to ensure that the vacancy is still live.
- Feedback from employers that applications are sometimes poorly completed.
- Difficulties gaining feedback from third sector organisations on the applicants who have been unsuccessful. Feedback forms are provided to employers as part of a candidate's referral documentation but few are returned. At the same time, the employer focus groups report that they are rarely asked to provide feedback on unsuccessful candidates.

Training and Wider Supports for CJS Employees

The programme stipulates that CJS employees receive ongoing training and support to enhance their sustainable employment prospects. Under Phase 2, there are two components to the training and support offer: on-the-job training and support from the employer; and off-the-job training sourced via SCVO.

These are explained in more detail below:

- **On-the-job training and support** is provided by employers and consists of in-house training courses and mentoring or shadowing of CJS employees by more experienced colleagues. Each CJS employee is expected to have a designated supervisor or line manager to review performance and development needs on a regular basis.
- **Off-the-job training** is one of the main changes from the Phase 1 programme. Under Phase 1, a Training and Employability Support contract that provided off-the-job training to CJS employees was let by Social Enterprise Scotland and delivered by the Wise Group. Following delivery issues identified in the Phase 1 evaluation, the Scottish Government changed the mechanism for delivering the off-the-job training. The Phase 2 training model began operation in November-December 2012 (which was too late for some employers) and is as follows:
 - Each CJS employee can access up to £200 for off-the-job training and associated costs (e.g. travel and subsistence)². The amount equates to the entitlement employees would have had through an Individual Learning Account (ILA).

² The £200 training allocation is not specifically tied to each CJS employee. As a result, if one CJS employee did not use their full £200, the remainder can be reallocated to another CJS employee to help pay for training costing more than £200.

- CJS employees and employers are invited to identify training relevant to employee needs. Information about the training fund and what types of courses can be undertaken was provided to employers when the training fund was launched, with details also available on the SCVO website.
- Information about the identified training is provided to SCVO.
- SCVO review the training request to ensure that the training is accredited, value for money and does not duplicate what the employer stated they would provide themselves. The training is then approved if appropriate.
- As of October 2013, 488 CJS employees had successfully completed training through the £200 training fund.
- Employers can also source and fund additional off-the-job training over and above that funded through the training fund. From the CJS employer e-survey (see further results in Chapter 5), they reported that they provided the following additional support for their CJS employees:
 - 93% of employers provided mentoring from existing members of staff.
 - 92% provided continued on-the-job training.
 - 52% paid for additional off-the-job training themselves.
 - 27% provided support around transport and travel (e.g. by providing a travel card)
 - Other additional support provided by employers included paying higher than NMW, support with housing and benefits issues, and offering flexible working hours.

Programme Management

The CJS programme is managed on a day-to-day basis by SCVO. Stakeholders state that SCVO manage and deliver the programme very well and appreciate the level of resource required to administer the jobs application, employee recruitment, off-the-job training approval and monitoring processes. This is supported by the high quality, experienced staff that SCVO have working on the programme.

The programme is then overseen by the CJS Advisory Group which consists of SCVO, the Scottish Government, DWP, SDS and a representative of SLAED. The Advisory Group meets monthly and stakeholder feedback suggests that the meetings are constructive in identifying, discussing and resolving issues that have been encountered.

Chapter Summary

The chapter has provided an overview of the CJS Phase 2 programme delivery model under its four main components of registration of employers, recruitment of CJS employees, the CJS jobs themselves, and the training and wider supports for CJS employees. From Phase 1, a number of changes have been made including the tightening up the recruitment process, the change in the way that off-the-job training is funded and delivered; and above all the introduction of Wage Incentive jobs. Indeed the addition of the 18 month Wage Incentive jobs demonstrates that the CJS model can be applied to other client groups.

3. Performance of CJS Phase 2

Introduction

The chapter presents an overview of CJS Phase 2 programme's performance. This has been produced using the monitoring data collected by SCVO.

Performance is summarised in terms of:

- Type and locations of the CJS jobs.
- Characteristics of the CJS employees.
- Outcomes achieved by the programme.

Where possible, the chapter includes comparisons between the performance of CJS Phase 1 and Phase 2.

Jobs Created

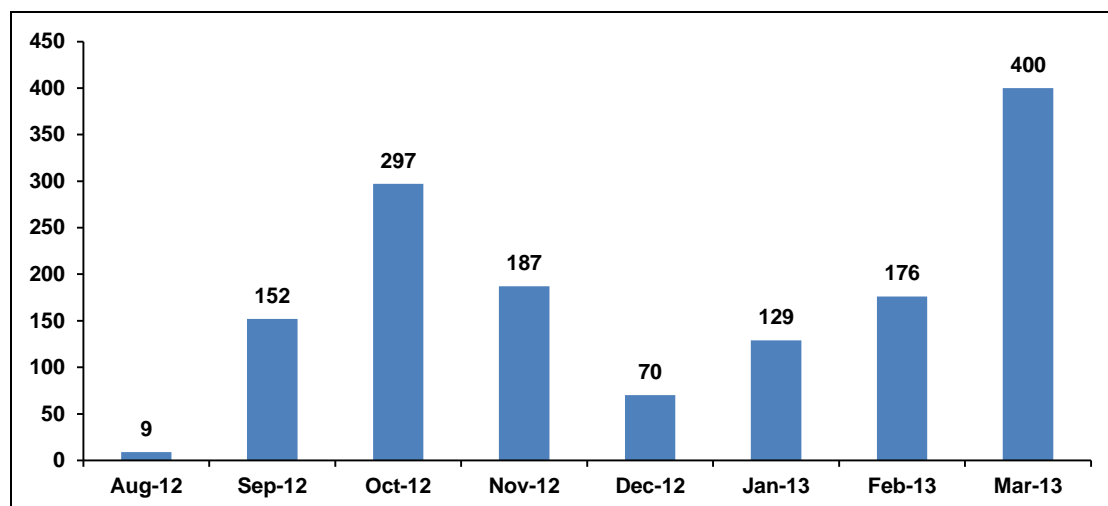
In total, **CJS Phase 2 funded 1,420 jobs³ across 383 third sector organisations.** By type of CJS job, this breaks down as:

- 16-17 year old CJS jobs – 290 jobs.
- 18-19 year old CJS jobs - 918 jobs.
- 20-24 year old CJS jobs – 137 jobs.
- Wage Incentive jobs – 75 jobs.

Figure 3.1 shows that the bulk of job starts took place in October/November 2012 and February/March 2013. The profile reflects the announcement of additional CJS jobs during the course of Phase 2. For example:

- 1,000 jobs were announced at the outset of Phase 2.
- An additional 400 jobs were then announced in November to December 2012.
- The 100 Wage Incentive Jobs were announced in February 2013.

Figure 3.1: Start date of CJS Jobs



Source: CJS Programme Database

³ In total 1,416 young people were employed through the programme. Four young people ended up being employed in two different CJS jobs because their initial jobs did not work out.

A key feature of the CJS programme is the diversity of the jobs created. Figure 3.2 shows the range of jobs using SCVO's job classification, with the greatest number in:

- Administration and receptionist – 401 jobs.
- Environmental/green industries/recycling – 147 jobs.
- Retail – 121 jobs.
- Manual work/skilled trades – 108 jobs.

The range of job opportunities could also be seen amongst the 75 Wage Incentive jobs, with the greatest number of jobs created in:

- Administration and receptionist – 31 jobs.
- Environmental/green industries/recycling – 13 jobs.
- Hospitality and catering – 8 jobs.
- Advocacy and advice – 6 jobs.

In total, many of the jobs created align with the Scottish Government's growth sectors, particularly the creative industries, energy (including renewables), food and drink, and tourism growth sectors.

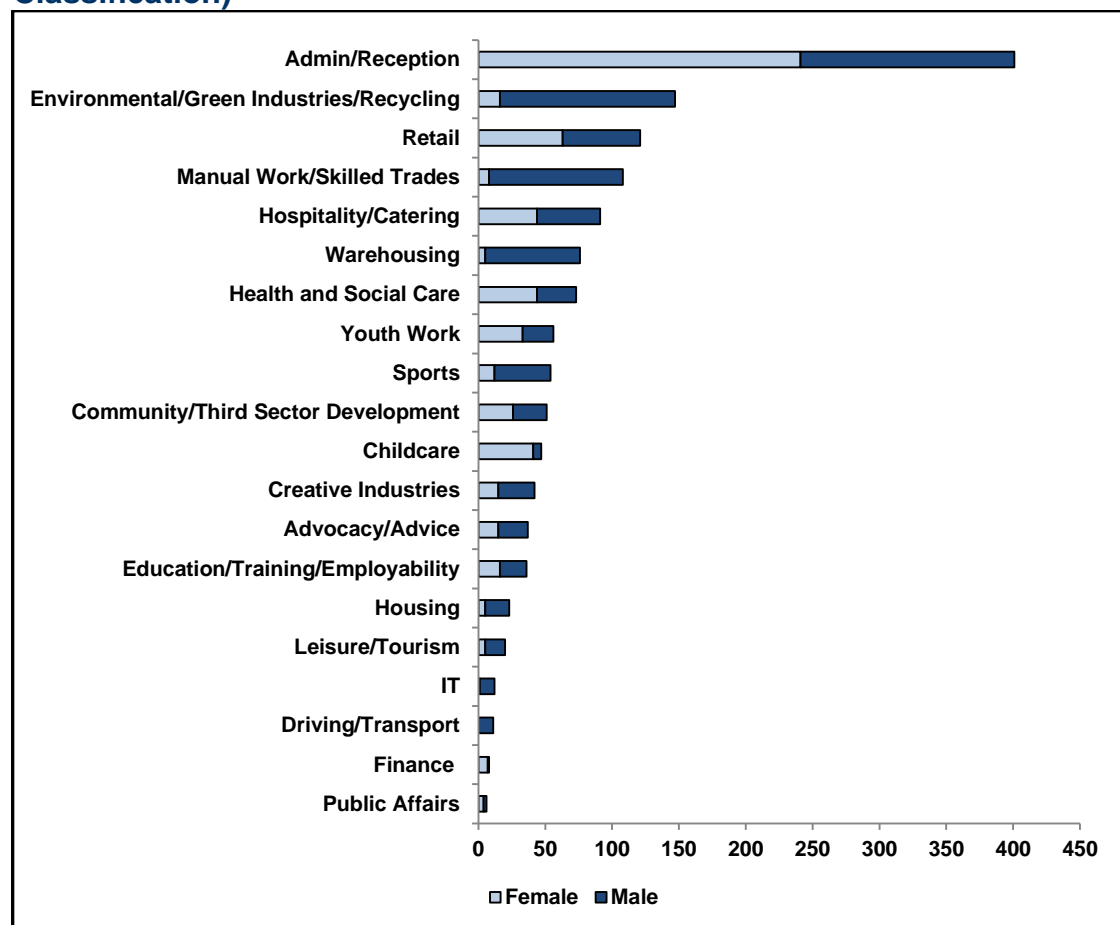
Figure 3.2 also analyses the breakdown of the jobs by gender to see whether CJS has encouraged participation in non-traditional roles – for example getting more males into caring occupations. Summarising Figure 3.2, the jobs with more than two-thirds of any one gender were:

- More than two-thirds males – environmental/green industries/renewables; manual work/skilled jobs; warehousing; and sports.
- More than two-thirds females – childcare.

While the traditional gender splits can be seen, it is worth noting that around two-fifths of the office-based (termed admin and reception) and health and social care jobs were held by males, which are relatively high proportions.

The SCVO classification is not directly comparable to the Modern Apprenticeship frameworks but the gender splits do not appear to be significantly different from national trends.

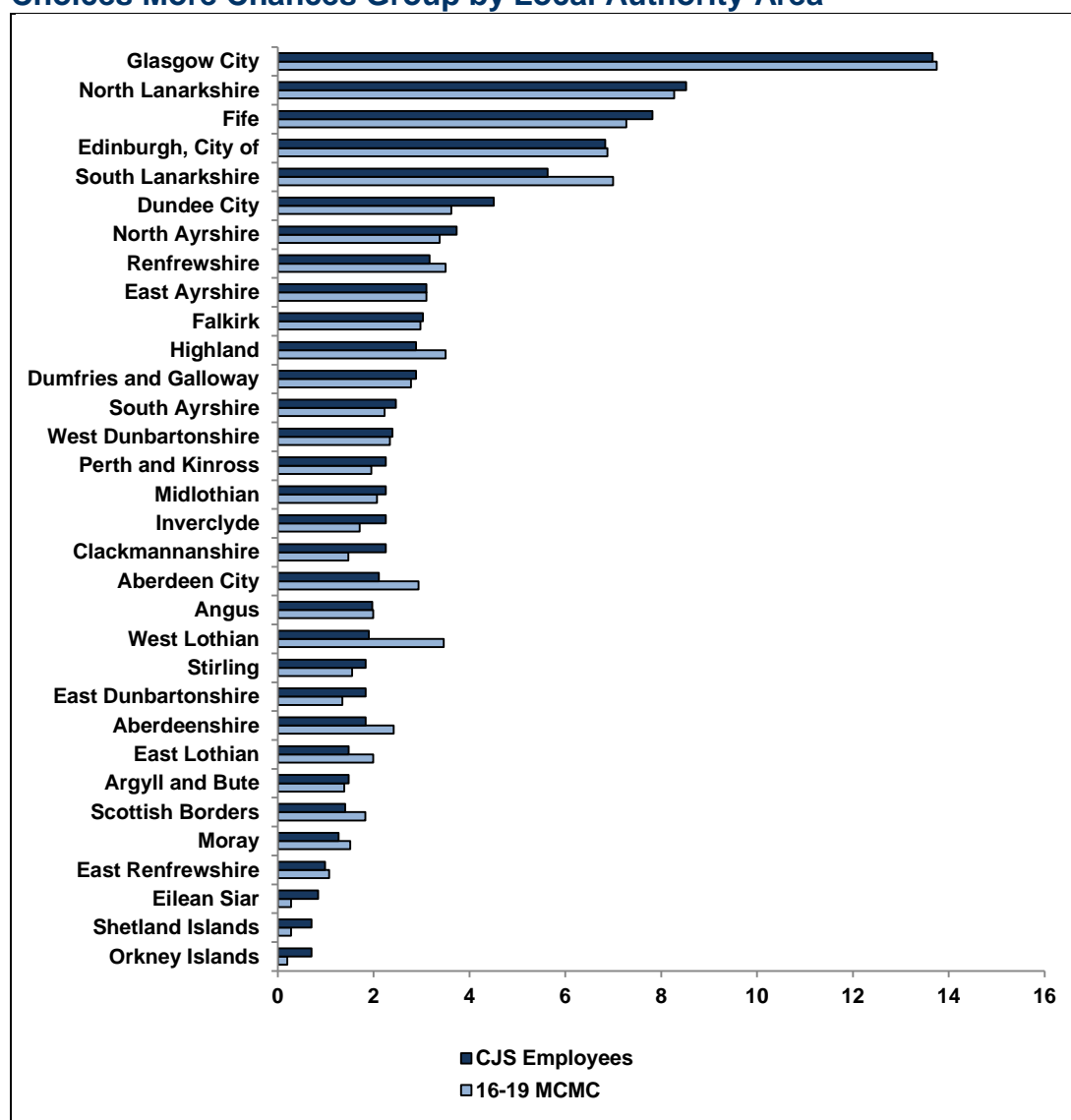
Figure 3.2: Number of Jobs by Gender and Type of Job (SCVO Classification)



Source: CJS Programme Database

A further important feature of the CJS programme was the creation of jobs across all 32 of Scotland's local authority areas. The ability to do so is a reflection of the third sector having employers of sufficient scale across all parts of Scotland – so enabling jobs to be created in Scotland's more remote areas as well as areas of higher rates of youth unemployment. Figure 3.3 shows that the distribution of the jobs closely mirrors the distribution of Scotland's 16-19 year old More Choices More Chances group, which was a key aim of the programme. Nevertheless, some areas (e.g. South Lanarkshire and West Lothian) were slightly underrepresented despite intense work to generate jobs in these areas via Third Sector Interfaces, local authorities and cold calling.

Figure 3.3: % Distribution of CJS Jobs and 16-19 Year Olds in More Choices More Chances Group by Local Authority Area



Source: CJS Programme Database and Claimant Count

Characteristics of CJS Employees

The CJS Phase 2 programme was initially targeted at 16-19 year olds but was subsequently extended in December 2012 to include unemployed 20-24 year olds with additional barriers, while Wage Incentive jobs were available to 16-24 year olds with a disability or long-term health condition. In practice, the age breakdown of the CJS Phase 2 employees was as follows:

- 297 (21%) were aged 16 to 17 when starting their CJS contract.
- 934 (66%) were aged 18 to 19.
- 184 (13%) were aged 20-24.

This is a significant shift in the age profile of CJS Phase 1 and reflects the ability of the third sector to respond to a younger age group. For comparison, the Phase 1 age breakdown was as follows:

- 4% were aged 16 to 17.
- 23% were aged 18 to 19.

- 60% were aged 20 to 24.
- 13% were aged 25 or over.

By gender, there were more males employed in CJS jobs:

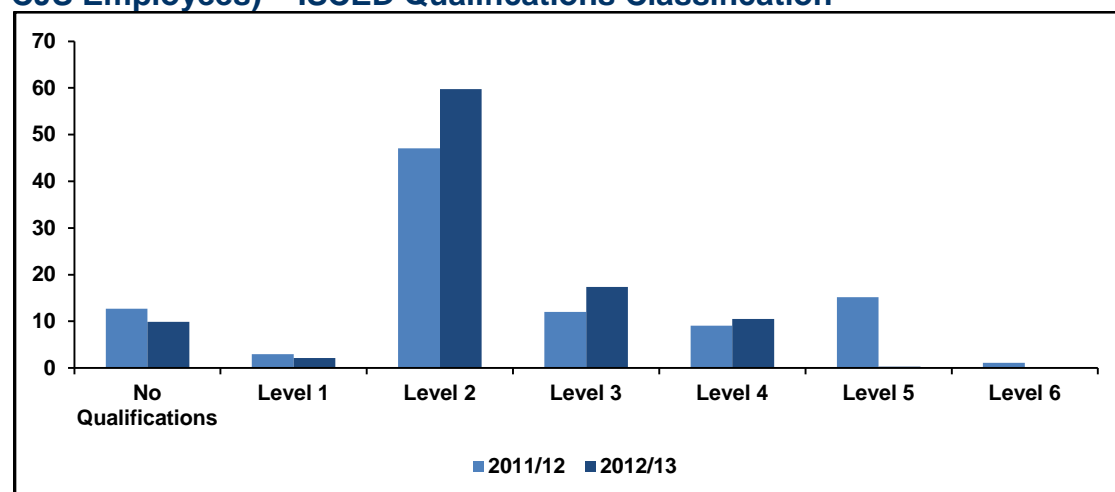
- 818 (or 58%) males.
- 598 (or 42%) females.

There were no indicative targets set by gender but the gender split is broadly in line with the profile of the unemployed population.

By highest qualification held prior to starting on the programme, and using International Standard Classification of Education (ISCED) qualifications levels, Figure 3.4 shows that 60% of CJS employees had ISCED Level 2 qualifications (which include Foundation Standard Grade to SVQ Level 2).

In line with the younger age cohort in Phase 2 compared to Phase 1, Figure 3.4 shows that there are no CJS employees in Phase 2 with Level 5 or 6 qualifications (i.e. degrees).

Figure 3.4: Highest Qualifications Level Held by CJS Employees (% of CJS Employees) – ISCED Qualifications Classification



Source: CJS Programme Database

Note: Information not available for 119 CJS employees.

CJS Outcomes

The Phase 1 evaluation found that the job entry rate was 40%⁴ and the positive outcome rate including education and volunteering was 51%. In Phase 2, the timing of the evaluation meant that 1,290 of CJS employees had either completed their CJS contract period or left early (130 had still to complete their CJS contract period). The outcomes data presented therefore provides a largely comprehensive picture of the CJS Phase 2 programme's achievements.

Figure 3.5 shows that the **Phase 2 job entry rate was 39% and the positive outcome rate was 54%. This compares well to the equivalent Phase 1 16-**

⁴ The job entry rate for all Phase 1 participants was 40%. More recent monitoring information from Phase 1 shows that the final job entry rate for the Phase 1 reached 48%

19 year old job entry rate of 32%. A more detailed breakdown of the 1,290 CJS employees who had completed or left early is as follows:

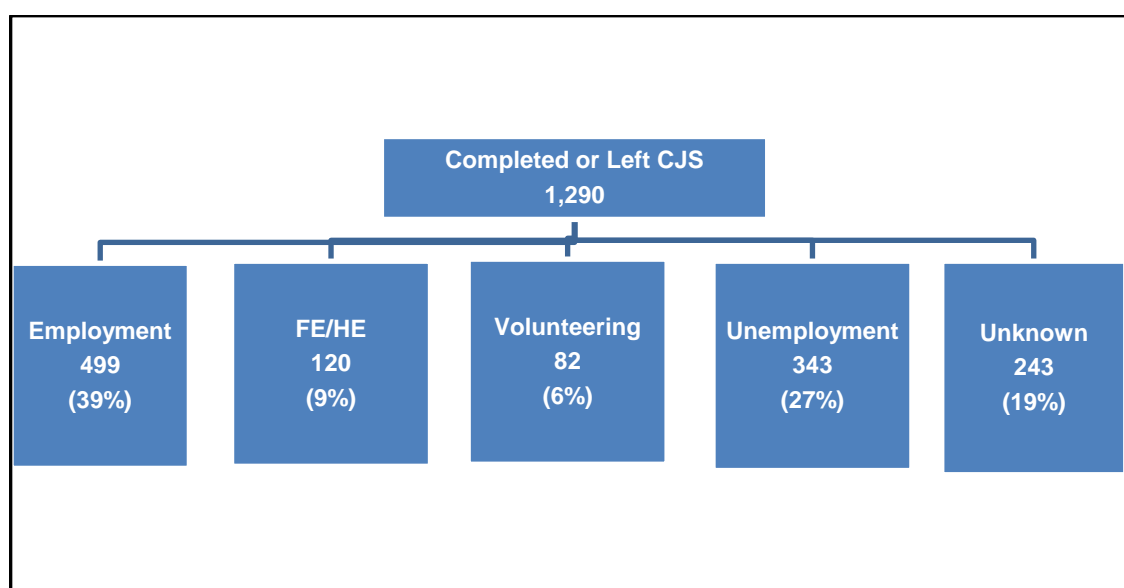
- 39% have entered employment⁵.
- 9% have started an FE or HE course.
- 6% are taking part in voluntary work.
- 27% returned to unemployment.
- 19% have an unknown destination⁶.

Tracking undertaken by SCVO 13 weeks after CJS employees have left the programme will help establish the sustainability of job outcomes and whether CJS employees have since progressed on to employment. At the time of the evaluation, the period of time elapsed since CJS employees left the programme meant that only a quarter had successfully been contacted. These interim figures indicate that 41% of CJS employees were now in employment, 10% in FE or HE, and 6% in volunteering.

Of the 499 or 39% who have entered employment:

- 51% (255) got a job with their CJS employer – i.e. have been kept on.
- 49% (244) got a job with another employer in the private, public or voluntary sector.

Figure 3.5: Destinations of CJS Employees



Source: CJS Programme Database

By age group Figure 3.6 shows that **employment outcomes appear stronger amongst older CJS employees** – albeit a higher proportion of 16-17 year olds are still employed in their CJS contracts and their outcomes are not yet known.

- Of the 229 16-17 year olds who had completed CJS or left early:
 - 87 (38%) entered employment

⁵ The sustained job entry rate – e.g. at 6 months – is not available.

⁶ The percentage with an unknown destination is expected to decrease once the 3-month follow up survey is completed.

- 21 (9%) entered FE/HE
- 12 (5%) were taking part in voluntary work
- Of the 919 18-19 year olds who had completed CJS or left early:
 - 350 (38%) entered employment
 - 86 (9%) entered FE/HE
 - 64 (7%) were taking part in voluntary work
- Of the 140 CJS employees aged 20 or over who had completed or left:
 - 62 (44%) entered employment
 - 13 (9%) had entered FE/HE
 - 6 (4%) were taking part in voluntary work

Figure 3.6: Destinations of CJS Completers/Leavers (%)

	16-17	18-19	20-24	Total
Employment	38	38	44	39
FE/HE	9	9	9	9
Voluntary Work	5	7	4	6
Unemployment	22	28	24	27
Unknown	26	17	19	19

Source: CJS Programme Database

There are also differences in outcomes in relation to whether they completed their CJS contract or left early – as evidenced in Figure 3.7.

- 37% job entry rate amongst those completing the full term of their CJS employment.
- 44% job entry rate amongst those who had left the programme early, which reflects the fact that some of the most able employees find alternative, sustainable jobs more quickly. Other reasons for leaving early were recorded as ‘stopped attending’ (103 CJS early leavers) and ‘dismissed’ (68 CJS early leavers).

Figure 3.7: Destinations of CJS Completers/Leavers (%)

	Completers	Early Leavers	Total
Employment	37	44	39
FE/HE	10	7	9
Voluntary Work	8	1	6
Unemployment	30	16	27
Unknown	14	32	19

Source: CJS Programme Database

Chapter Summary

This chapter has set the performance data for the CJS Phase 2 programme. The key findings are:

- 1,420 CJS jobs (including 75 Wage Incentive jobs) have been funded across 383 third sector organisations.

- Around half of these jobs have been in administration and receptionist; environmental, green industries and recycling; retail; and manual work and skilled trades.
- By local authority area, the jobs have been equitably distributed but with South Lanarkshire and West Lothian slightly underrepresented.
- By age, there has been a significant shift in the age profile of CJS employees compared to CJS Phase 1 which reflects the ability of the third sector to respond to a younger age group.
- In terms of outcomes, 39% of completers and leavers have entered employment, which is above the 32% rate for 16-19 year olds reported by the Phase 1 evaluation. A further 15% have entered another positive destination.

4. Feedback from CJS Employees

Introduction

This chapter draws on the views and experiences of 70 CJS and Wage Incentive employees invited to focus groups arranged in Alloa, Clydebank, Dundee, Edinburgh, Falkirk, Glasgow, Irvine, Kilmarnock, Melrose, Moffat and Motherwell. By arranging focus groups across Scotland, the aim was to capture the diversity of job roles and employers involved in the programme. Employee views were captured through a short questionnaire followed by semi-structured group discussions.

Finding Out About Community Jobs Scotland

CJS employees were initially asked about how they found out about CJS. Depending on their age, they mainly found out about CJS through Jobcentre Plus (if aged 18 or over) or SDS (if under 18). However, some CJS employees first heard about CJS through other routes, which included:

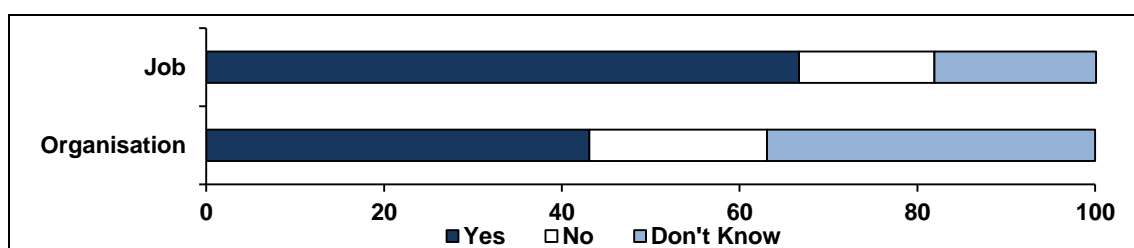
- Friends or family who had heard about the vacancies or been employed through CJS.
- Previous volunteering with the host employer and being told about the CJS vacancies.

If they heard about CJS through other routes, the CJS employees then approached Jobcentre Plus or SDS for further information about the job and how to apply.

The Phase 1 evaluation found that the main attractions of CJS were the opportunity to earn a wage and to use their skills and experience – with the type of work on offer less important. The Phase 2 evaluation sought to examine the level of interest in the type of work (jobs) and type of organisation in more detail. Asked whether they wanted to work in the type of job or organisation they gained through CJS, Figure 4.1 shows that:

- 67% of CJS employees had been looking to work in the type of job that they gained through CJS – i.e. CJS could provide jobs that matched their job aspirations.
- 43% of CJS employees wanted to work in the type of organisation. This was expected to be lower due to the lower level of awareness of third sector organisations. Indeed, one of the aims of CJS is to raise awareness of and change attitudes to the third sector amongst young people.

Figure 4.1: Previous Interest in Working in Type of Job and Organisation



Source: TERU CJS Employee Survey

Recruitment and Selection Process

Beginning with the information CJS employees received about their jobs prior to applying for the jobs, the client survey – which used a scale of ‘5 = very satisfied’ to ‘1 = very dissatisfied’ and therefore a midpoint score of 3.0 – found that the CJS employees rated this initial information at 3.7. This means that most CJS employees were generally satisfied with the information they received from Jobcentre Plus and SDS. However, the focus group discussions did raise criticisms of the information received and these included:

- Not being told that the CJS job was a temporary contract.
- Not being told that the job was part of the CJS programme – i.e. funded by the Scottish Government and not funded by the CJS employer.
- Receiving little information about the employer or the job role, this therefore limited the extent to which they could prepare for interview.
- Being given job descriptions which did not match the roles they ended up in. In the main this happened when employers were recruiting for more than one type of post and decided that an applicant would be better suited to a job that they had not originally applied for, or the job originally applied for had been filled.
- Perception that their Jobcentre or SDS advisors had placed too much emphasis on their likelihood of gaining a permanent job at the end of the contract period.

Figure 4.2: Views of Information Received from Jobcentre Plus and Skills Development Scotland

	% Saying					Average Score	Not received (%)
	Very satisfied Very dissatisfied <div></div>						
	5	4	3	2	1		
Information about the job before applying	32	20	35	12	2	3.7	-

Source: TERU CJS Employee Survey

The interview and recruitment process scored better at 4.3. From the focus group discussions, CJS employees said the interviews were often less formal than others that they had had, which made them feel more at ease and able to express themselves better. The CJS employees also said that it was at interview that they were told about the organisation, the job role and the CJS programme as a whole.

Figure 4.3: Views of Recruitment and Selection Process

	% Saying					Average Score	Not received (%)
	Very satisfied Very dissatisfied <div><div></div></div>						
	5	4	3	2	1		
Interview/recruitment process	41	49	8	3	0	4.3	-

Source: TERU CJS Employee Survey

Views of CJS Jobs

The CJS employees were generally widely satisfied with the jobs they were doing and felt their experience was positive, with the induction to the job (4.4), the job itself (4.3) and the support that they received in the workplace from their line manager and colleagues (4.6) all rated very highly. From the focus group discussion, the main aspects of the jobs that they valued were:

- The variety in the work-related tasks that they carried out.
- The opportunity to do a job that interests them – i.e. was an occupation or sector that they were keen to work in.
- The opportunity to learn new skills – with colleagues happy to show them what to do.
- Getting along with their work colleagues and feeling part of the team, rather than someone on a programme.
- Being given greater responsibility as they settle into the workplaces and become more adept at their jobs.
- The opportunity to earn a wage, which meant they had some disposable cash to spend on clothes, going out, etc.
- Feeling that they are contributing to the local community.
- In rural areas especially, being able to get a job in the local area rather than having to move elsewhere.

Some CJS employees however did have less positive experiences and raised issues that they felt could have improved. These included:

- **Hours and pay** – 25 hours per week was seen by many to be ‘not a full-time job’. Combined with the fact that they were paid at the minimum wage, some CJS employees found that CJS did not provide them with enough income. A few CJS employees held additional part-time jobs to supplement their income.
- **Workload** – some employees reported that there was not enough work to keep them busy. This was most often raised when there were a number of CJS employees working in similar roles in the same CJS employer. In contrast, some CJS employees found that their workload was too much and that they could only complete their work by working additional hours.
- **Type of work** – some employees reported that their jobs were repetitive in nature and did not allow them to learn new skills.
- **Length of job** – Figure 4.4 shows that CJS employees rated the length of the job at 3.1 which reflects the focus group views that the length of CJS contracts is not always sufficient for some young people

to gain meaningful experience or to help them compete better in the jobs market. Breaking the 3.1 score down by different CJS age and strands, the scores do however vary:

- 4.7 among the Wage Incentive employees.
- 3.0 among the 16-17 year old CJS employees on 9 month contracts.
- 2.8 among the 18-24 year old CJS employees on 6 month contracts.

Figure 4.4: Views of CJS Jobs

	% Saying					Average Score	Not received (%)
	Very satisfied Very dissatisfied <div></div>						
	5	4	3	2	1		
Induction to the job	58	26	11	3	2	4.4	2
The job itself	52	27	17	3	0	4.3	-
Number of hours per week	49	25	11	12	3	4.0	-
Length of job	21	12	35	23	9	3.1	-
Support from manager / colleagues	70	20	10	0	0	4.6	-

Source: TERU CJS Employee Survey

Box 4.1: Views of Wage Incentive Employees

Across the focus groups, the evaluators engaged with 12 young people on Wage Incentive contracts. Their views of the 16 hours/week, 18 month contracts were as follows:

- 18 months is a long, sustained period in which to better understand how to manage their disability or health problem while holding down a job. Over time, they expect their confidence to grow in terms of knowing that they can sustain a job.
- 16 hours/week is an appropriate and manageable number of hours which they feel they can cope with. In time, many said they would like to extend their weekly hours, while a small number would like to have more hours now.
- 16 hours/week provides the opportunity to enrol on a part-time course or to undertake work to support a vocational qualification (e.g. an SVQ).

Views of Training and Development

CJS employees were asked to rate the training they received through CJS – and this could be the on-the-job training they receive from their colleagues or off-the-job training that might be funded through the £200 training fund. Overall both the range (4.1) and the quality (4.3) of the training received were rated highly with CJS employees reporting that they had received the following types of training:


- Boxercise Instructor
- CSCS Operative Card
- Cycle Mechanics Award Level 1

- ECDL
- First Aid at Work (3-day qualification)
- Improving Employability and Interpersonal Skills
- Personal Licence Holder (SIA Badge)
- Sage Payroll
- TEFL
- World Host Customer Care

However, feedback from the focus groups found that some CJS employees were dissatisfied with the training offer. Criticisms reported by CJS employees included:

- Not receiving any training – albeit some understood that they will be receiving training in the coming weeks.
- Disappointment if the training they wanted to do was not available or could not be funded.
- Mixed messages from their employer and/or SCVO (where CJS employees had contacted them directly) about what training they could access. This included whether they could start an SVQ.

Figure 4.5: Views of CJS Training

	% Saying					Average Score	Not received (%)
	Very satisfied Very dissatisfied <div style="text-align:center; margin-top:5px;"></div>						
	5	4	3	2	1		
My Individual Action / Development Plan	26	28	34	8	4	3.7	19
Range of training available	43	32	17	8	0	4.1	0
Quality / standard of training	51	29	15	5	0	4.3	9
Qualifications gained	44	23	14	14	5	3.8	34

Source: TERU CJS Employee Survey

Help with Job Search

In terms of where they progress on to, CJS employees had mixed views of the support on offer to help them to find another job. The survey found that CJS employees scored this at 3.5, while 44% of participants said they had not received any help with finding another job. While some employees were some time away from the end of their contract (particularly Wage Incentive employees who typically had more than 1 year remaining in their jobs), it is a concern that a number of CJS employees are either dissatisfied or not receiving support to find future employment when CJS jobs are temporary contracts.

Figure 4.6: Views of Support beyond CJS

	% Saying					Average Score	Not received (%)
	Very satisfied Very dissatisfied						
	<div><div></div></div>						
	5	4	3	2	1		
Help with job search	26	20	37	11	6	3.5	44

Source: TERU CJS Employee Survey

Overall Views of CJS

As an overview of the CJS programme as a whole, Figure 4.7 shows that CJS employees scored the programme at 4.0 – i.e. well above the midpoint of 3.0 but indicating some shortcomings that could be improved upon. Suggested improvements made by CJS employees are outlined at the end of this chapter.

Figure 4.7: Overall View of CJS

	% Saying					Average Score
	Very satisfied Very dissatisfied <div><div></div></div>					
	5	4	3	2	1	
CJS as a whole	31	39	27	2	2	4.0

Source: TERU CJS Employee Survey

The Phase 2 evaluation also provides the opportunity to compare the CJS employee survey results from Phase 1 and Phase 2 to see if there have been any notable changes. With the caveat that some changes were made to the survey, Figure 4.8 provides a summary of the comparable questions. It shows extremely similar scores for each element with no improvements made to the weakest scoring elements in Phase 1 – information prior to application and help with job search.

Figure 4.8: Comparison in Feedback from CJS Phases 1 and 2

	Phase 1 Average Score	Phase 2 Average Score
Information about the job before applying	3.8	3.7
Induction to the job	4.3	4.4
The job itself	4.4	4.3
Support from manager/colleagues	4.5	4.6
Training*	3.7 to 4.3	4.1 to 4.3
Help with job search	3.5	3.5
CJS as a whole	4.0	4.0

* The 'Training' questions were most significantly changed between Phase 1 and 2.

Impact of CJS

The CJS employee survey and focus group discussions progressed to ask how the CJS programme had helped and impacted on them. From the survey, Figure 4.9 shows that almost all the options given were scored highly, with the most commonly mentioned benefits being:

- Can get a reference from my employer – 97% of CJS employees.
- Improved my skills – 89%.
- Improved my chances of getting another job – 89%.

Figure 4.9: Reported Impact of CJS (% of CJS Employees)

	Percentage
Can get a reference from my employer	97
Improved my skills	89
Improved my chances of getting another job	89
Improved my confidence	86
Helped me get used to working	77
Helped me understand what job/career I want	59
Gained a qualification	46

Source: TERU CJS Employee Survey

From the focus groups, the vast majority felt CJS has had a positive impact on their lives and future employment prospects. Examples include:

- Gaining a job directly from their CJS experience – i.e. they had been kept on by their CJS employer on a permanent or temporary basis.
- Experiencing the positive feeling of going to work and earning a wage rather than doing nothing or unsuccessfully searching for work was highlighted as especially positive. For many, this gives them the motivation and determination to find another job and maintain this situation.
- Gaining work experience to put on their CV, which would help when applying for future jobs and also college and university courses.
- Making contacts that could prove useful in securing future jobs or opportunities. For example, one CJS employee reported she had lined up two internships from the network of contacts she had built up.
- Developing a greater understanding of their career ambitions and interests – whether because they had enjoyed a type of work that they had not considered before or because it reinforced their ideas about what they wanted and/or did not want to do.
- Increasing their understanding of the third sector. For those wanting a career in the third sector, their CJS job was seen as a good way in. Two CJS employees were even considering starting up their own social enterprise in the next 2-3 years from the experience and knowledge gained from CJS.

Case Study 1: Jessica

Jessica, 18, was attracted to CJS because of the opportunity to get her first, full-time job. Previously she had been applying for a number of jobs but hearing nothing back from them.

Her customer care role involves her working on the shopfloor of an IT recycling company. Above all she enjoys dealing with customers whether face-to-face or over the phone, but also appreciates the opportunity to experience other parts of the organisation. For example, Jessica has carried out a lot of administrative tasks when recording shop sales, reviewing stock levels and covering reception when required. On a number of occasions, tasks have been completely new to Jessica but she has found the support and patience shown from colleagues to be excellent. In this respect, the on-the-job training has been very good with everyone always happy to help.

At the end of her CJS job, Jessica will be starting an HNC in Health and Social Care at college. She felt the experience gained from CJS really helped with her college application. In particular, Jessica believes the experience of working with colleagues who have a disability has made her far more understanding of their needs, which will put her in good standing for the HNC in Health and Social Care.

Case Study 2: Euan

Euan, 19, has a trainee community land manager CJS job in an agricultural and landscaping social enterprise. From the information given to him by Jobcentre Plus, he did not know much about the job at the application stage but is happy Jobcentre Plus put him forward because the job is ideal for him. Having previously worked as a mechanic, Euan has enjoyed the outdoors, hands-on work driving tractors, using mechanical tools and machinery. There has also been real variety in the job from working on different projects in different locations, using different machinery, and contending with Scotland's changing weather. Throughout the support from his line manager and colleagues has been excellent.

In addition to the agricultural and landscaping work, Euan has also been able to access support from the local social enterprise forum. This includes wider training courses that have helped him to understand what the social enterprise sector involves and develop his softer skills (e.g. working with difficult situations). The forum has also helped him with non-work related issues, including helping him to resolve a dispute with his housing association.

Overall, Euan feels he has benefited hugely from his CJS experience and has been told that he is being kept on by his employer after the end of his CJS contract. Not only has he now got a job but more generally his life is a lot more stable now.

Intentions after CJS

CJS employees were asked what they would like to do at the end of their CJS contract. Very few had a set idea of what they wanted to do next and therefore ticked a number of the options – so highlighting the need to be flexible in the current labour market. However, Figure 4.10 shows that the majority would like to continue working – and referring back to Figure 4.1 – **higher percentages wanted to work in the type of job or in the third sector than had wanted to before starting their CJS jobs**, which indicates that CJS has had an impact on young people's employment aspirations.

Despite their future employment or education aspirations, the focus groups found that a number of CJS employees felt that they were likely to return to unemployment due to the lack of opportunities in the labour market.

Figure 4.10: Intentions After CJS (% of CJS Employees)

	Percentage
Work in similar type of job	74
Work in similar type of organisation	65
Stay working where I am	61
Work but doing something new/different	42
Start a college course	27
Start a university course	11
Other	4

Source: TERU CJS Employee Survey

Case Study 3: Paul

Paul, 18, has a grounds maintenance CJS job at community sports and leisure club. He heard about the job through his Jobcentre Plus advisor and was keen to apply because he had worked in landscaping before, it was close to where he lived (meaning Paul can cycle to work) and it meant he would only be unemployed for less than a month.

Paul values the additional experience he is gaining and the off-the-job and on-the-job training received which has shown him how to use tools and machinery that he had not previously used. He has also attended a certificated First Aid training course. Paul also feels the pay is pretty good because he is able to work 35 hours/week.

While Paul likes working where he is, as the team is very friendly and supportive and he likes the fact he is contributing to community life, he is prepared to do any type of job in the future. For example, he has recently applied for the Navy and hopes his application is successful.

Case Study 4: Jamie

Jamie, 19, has a receptionist and administrative Wage Incentive job in a disability support organisation. Jamie, who is visually impaired, heard about the job when the organisation visited the RNIB where he was attending an employability programme. He applied because he was keen to work and was interested in doing admin/receptionist work – this at a time when it is generally difficult to get a job.

On getting the job, Jamie has been impressed by a number of things. His employer checked that Jamie could use all the equipment provided (and change them if needed), the helpfulness of other members of staff, and the amount of additional training that was made available to him. For example, he was offered an SVQ in Business Administration, ECDL, equality training and customer care training – and all these relate to his individual Training Plan that is reviewed every 2-3 months.

The length of the job at 18 months is a real bonus as it gives Jamie some security and also time to develop his skills and complete his SVQ and other qualifications. In terms of number of hours per week, Jamie would ideally prefer 25 hours per week but appreciates that 16 hours is a good starting off length to ensure the hours are manageable.

Looking forward, Jamie is keen to progress in this line of work and become an advisor, supervisor or manager. The job helps him here as he can develop the IT, customer service and wider core skills, qualifications and office-based experience that these jobs require.

Suggested Improvements to CJS

At the end of the focus groups, participants were asked about what improvements they thought could be made to CJS. Their suggestions included:

- **Wider advertising of CJS jobs** – as they felt that it was not always easy to find out about the jobs and many other young people would be interested in them.
- **Ensure all Jobcentre Plus and SDS advisors are fully aware of CJS** – and that they are able to provide clear information to potential applicants about the job and the employer before applying so that they can make a more informed decision about whether to apply and can better prepare for interview.
- **More hours per week** – as highlighted earlier, many CJS employees did not see 25 hours per week as a full-time job and wanted to work more hours.
- **Ensure sufficient and varied workloads** – CJS employees were keen to be busy and carry out a variety of tasks. Greater attention needs to be paid to ensure that the CJS jobs involve enough work and minimise repetitive tasks.
- **Greater clarity on training offer** – some CJS employees were not clear in what training they could do and would like to have been given a clearer indication of the training courses that could be funded.

- **Introduce a key CJS point of contact for CJS employees** – some CJS employees were not sure who they could contact within the CJS programme if they had an issue, e.g. with their employer or their training. It would be helpful to have a named contact within SCVO who could provide this role.
- **Greater clarity on future job prospects** – CJS employees wanted to know whether they would be kept on a reasonable amount of time before the end of their contract so that they had time to plan their next steps. In a small number of cases, CJS employees would not know whether they would be kept on until the end of their contracts.
- **Provide better job search support** – if they are not being kept on, CJS employees wanted more help with finding another job.
- **Option of extending length of CJS contracts** – where CJS employees did not have an opportunity to move onto and/or they felt they had more to learn in their CJS jobs, CJS employees would like to have the opportunity to extend their CJS contracts.

Chapter Summary

This chapter has set out the views of CJS employees that attended focus groups arranged across Scotland. The key findings are:

- CJS employees mainly heard about the CJS jobs through Jobcentre Plus or SDS but the amount of information they received could be increased to help them prepare better for their applications and interviews.
- They were positive about their CJS jobs, the support they received from their line manager and colleagues, and the training they could access. The experience enabled them to learn new skills, take on new responsibilities and get used to the working environment.
- While the CJS employees feel they have benefited from their time on CJS in terms of gaining a reference, learning new skills, and raising their confidence, some felt they could have more help with job search.
- Overall, the CJS employees scored the programme at 4.0 which is well above the midpoint of 3.0 and in line with the Phase 1 feedback.
- In terms of improvements to the CJS programme, their suggestions included better advertising and information about CJS jobs, greater clarity on the training offer, a CJS key point of contact for CJS employees, and more support with what happens after their CJS contracts.

5. Feedback from CJS Employers

Introduction

This chapter reports on the findings of an e-survey of CJS host employers across Scotland. Using SCVO's database of all CJS posts, the survey was sent to each employer's designated key contact with instructions that the survey be forwarded to and completed by the direct supervisors/line managers of the CJS employees. In total, the survey was completed by 283 supervisors/line managers. Across the 283 CJS employers, there was a good distribution of employers across the different CJS ages and strands:

- 44% had CJS employees aged 16-17 years old.
- 77% had CJS employees aged 18-19 years old.
- 30% had CJS employees aged 20-24 years old.
- 16% had Wage Incentive employees aged 16-24 years old.

In addition to the results of the e-survey, the chapter draws on the views of 18 employers that attended employer focus groups in Edinburgh and Glasgow.

Views of CJS Programme

Employers were asked for their views of each of the different elements of the CJS programme. As Figure 5.1 shows, the employer registration process (4.2) and the support available to employers (4.0) were ranked highest. The ease of accessing off-the-job training and the quality of the off-the-job training scored lowest (both 3.6) – although these are still above the midpoint score of 3.0. From the employer focus groups and Figure 5.2, some of the issues raised about the training included:

- Delays in the announcement of the £200 training fund (i.e. not announced until November 2012), which meant the opportunity came too late for some CJS employees or at an inopportune time for their CJS employer.
- The training budget of £200/head not covering the costs of more expensive and potentially worthwhile courses. Indeed 52% of employers reported that they had funded some off-the-job training themselves.
- Confusion over what training could be funded through CJS – for example, it was not always clear to employers why accredited training that can be delivered in-house was ineligible for the £200 training fund. The reasons why training might be ineligible included:
 - The employer's original CJS application stated that the training would be delivered by the CJS employer as part of the job – and not be funded separately.
 - The training was essential to do the job – e.g. a food hygiene certificate to work in a kitchen – and so would need to be funded by the employer.
- Confusion over whether SVQs could be part-funded by training fund and whether CJS employees are eligible for Modern Apprenticeships. This confusion appears to have been caused by some Modern Apprenticeship providers wrongly stating that CJS employees were eligible to start a Modern Apprenticeship. SCVO were clear throughout

that CJS employees could start an SVQ but could not start a Modern Apprenticeship.

Figure 5.1: Employer Satisfaction with Elements of CJS

	% Saying					Average Score
	Very Good → Very Poor					
	5	4	3	2	1	
Employer registration process	35	53	12	0	0	4.2
Recruitment process	21	43	27	8	0	3.8
Ease of accessing off-the-job training	17	41	32	8	2	3.6
Quality of off-the-job training	16	40	37	5	2	3.6
Amount of paperwork/administration	18	47	31	4	0	3.8
Support available to employers	27	43	29	2	0	4.0

Source: TERU CJS Employer Survey

Asked to outline what specific problems they faced, the results from an open e-survey on what that the main problems were suggest that process of recruiting young people to the CJS vacancies was more of a problem than Figure 5.1 indicates.

- **Low number of applicants** – reported by 27 employers. The employer focus groups added to this by saying they had expected many more applications given youth unemployment levels and indeed wanted more applications as they were often recruiting from a small pool of candidates. This appears to have been partly addressed by widening the CJS eligibility criteria to Day 1 claimants and 20-24 year olds, which has increased the potential pool of candidates.
- **Poor attitude to work shown by individual CJS employee(s)** – 23 employers.
- **Difficulties dealing with Jobcentre Plus** – 15 employers. The employer focus groups stated that while some advisors were very helpful, other advisors had limited awareness of the CJS programme. Employers felt this was not helped by the stop-start nature of the programme as recruitment windows are only at certain times of the year. A rolling, continuous programme might help sustain awareness amongst advisors.
- **Amount of paperwork and administration** – 15 employers.
- **Poor quality of applications received** – 11 employers. The employer focus groups had differing views on why this was the case and suggested that Jobcentre Plus or SDS might not be providing sufficient information about the job to the young people, may not be screening the applications, or the young people did not have the skills or training to produce good quality applications. Some employers also found that the standard Jobcentre Plus application provides insufficient information about the candidate but employers do have the option of using their own application forms if they prefer.

- **Difficulties identifying and accessing training relevant to CJS employee's needs** – 11 employers.
- **Uncertain and/or tight programme timescales** – 8 employers.
- **Difficulties accessing local training** – 8 employers, which could be particularly problematic in rural areas.
- **Unexpectedly large time commitment required to manage CJS employees** – 7 employers.
- **Poor interview turnout rate** – 5 employers.
- **Lack of in-job support/aftercare for CJS employee from SCVO** – 3 employers.

In addition to the survey findings, other problems raised during the employer focus groups were:


- **Poor preparation for interview** – many of the young people interviewed had little awareness of the organisation or the job role, which means employers had to spend time during interview explaining what the job entails. Employers attributed this weakness to Jobcentre Plus and SDS as advisers were often not fully briefing the young people about the jobs.
- **Receiving applications after jobs had been filled** – while it is now recommended practice for advisors to contact CJS employers prior to referring applicants, employers reported they had very rarely been contacted by advisors to check on the vacancy status. It is however the employer's responsibility to inform SCVO when new applications were no longer being considered – and in some cases they were slow in notifying SCVO.

In view of the recruitment issues outlined above (particularly the poor quality applications and limited interview preparation), some employers stated that they would not have recruited their CJS employees in an open recruitment process. To an extent, this is why CJS jobs are ringfenced for young unemployed people so that they can access opportunities that they would not otherwise get. However, it is important that CJS employees understand that they will need to enhance their application and/or interview skills for future jobs.

Views of CJS Employees

Employers were asked how satisfied they had been overall with the young people that they had employed through CJS. For each of the different client groups, a large majority of employers said that they had been either satisfied or very satisfied with the quality of their CJS employees. As Figure 5.3 shows, there is little difference between the different CJS ages and strands.

Figure 5.3: Quality of CJS Employees

	% Saying					Average Score
	Very Good Very Poor <div style="text-align:center; margin-top:-10px;"></div>					
	5	4	3	2	1	
CJS 16-17	37	42	10	6	5	4.0
CJS 18-19	45	40	7	5	2	4.2
CJS 20-24	49	33	9	6	2	4.2
Wage Incentive	50	35	3	9	3	4.2

Source: TERU CJS Employer Survey

Employers were then asked what had particularly impressed them about their CJS employees. The most commonly mentioned attributes were their ability to get on with other staff, their willingness to learn and the fact that they stayed in the job. In general, the proportion of employers reporting being impressed with employees' attributes was higher for the older age groups – reflecting the fact that they are likely to be more 'work ready'.

Figure 5.4: Positive Attributes of CJS Employees (% of Employers)

	CJS 16-17	CJS 18-19	CJS 20-24	Wage In
Ability to get on with other staff	68	71	82	64
Willingness to learn	70	67	77	67
Stayed in job - didn't drop out	66	63	70	54
Ability to follow instructions	52	57	74	54
Good time keeping	56	56	67	54
Good attendance rate	55	54	66	56
Positive attitude/commitment to the job	41	51	66	49
Level of basic skills (e.g. literacy/numeracy)	40	48	59	18
Level of ICT skills	40	46	60	33
Level of communication skills	40	43	61	31
Effectiveness / productivity in the job	35	42	61	31
Level of enthusiasm/motivation	39	42	57	38
Level of confidence	29	41	55	31
Good understanding of what job entailed	22	29	51	33
Level of job skills	12	22	49	31

Source: TERU CJS Employer Survey

Note: Results ordered according to CJS 18-19 year olds

When asked about what problems they had experienced with their CJS employees, the most common issues reported by employers were a lack of confidence, enthusiasm or motivation, poor attendance, poor understanding of the job and poor job skills. All of these were greater issues amongst the 16-17 age group.

Figure 5.5: Problems with CJS Employees (% of Employers)

	CJS 16-17	CJS 18-19	CJS 20-24	Wage In
Lack confidence	31	29	16	23
Lack enthusiasm / motivation	31	24	16	21
Poor attendance rate	24	24	18	10
Poor understanding of what job entailed	26	20	16	21
Negative attitude/lack of commitment to job	26	20	11	10
Poor time keeping	21	19	20	10
Poor communication skills	26	18	11	23
Poor job skills	30	17	9	13
Poor basic skills (e.g. literacy/numeracy)	18	13	7	15
Unable to follow instructions	12	13	6	8
Disciplinary issues	15	11	9	0
Didn't stay in job long - dropped out	9	10	5	8
Poor ICT skills	12	9	5	15
Not willing to learn	8	8	1	3
Unable to get on with other staff	5	6	1	5

Source: TERU CJS Employer Survey

Note: Results ordered according to CJS 18-19 year olds

CJS employers were asked whether their perceptions of the unemployed had changed following their involvement with CJS. Across the different CJS ages and strands, Figure 5.6 shows perceptions improved across all ages and strands. Wage Incentive employees saw the greatest change with 54% of CJS employers now having a 'much better' or 'better' perception of 16-24 year olds with a disability or long-term health condition.

Figure 5.6: Perceptions of the Unemployed following CJS (% of Employers)

	16-17 Year Olds	18-19 Year Olds	20-24 Year Olds	Wage Incentive
Much better perception	20	21	23	25
Better perception	25	29	18	29
No change	42	44	55	36
Worse perception	10	6	4	11
Much worse perception	4	1	0	0

Note: The number of employers providing an answer for each category were 112; 196; 77 and 28.

Impact on Young People

Employers were asked how many of their CJS employees they had kept on (or intended to keep on) after they end of their CJS contract:

- 26% of employers with 16-17 year olds intended to keep on at least one of their 16-17 year old CJS employees.
- 33% of employers with 18-19 year olds intended to keep on at least one of their 18-19 year old CJS employees.

- 34% of employers with 20-24 year olds intended to keep on at least one of their 20-24 year old CJS employees.
- 15% of employers with Wage Incentive employees intended to keep on at least one of their Wage Incentive employees – albeit their contracts still have almost 1 year to run.

In addition to those employees who were getting kept on, 29% of employers said that they would keep on more of their CJS employees if they had a job to offer them at the end of their contract.

Asked why they would keep on or would have kept on CJS employees at the end of their CJS contracts, the most commonly reasons cited by employers were:

- CJS employee had become core/valued part of the organisation – reported by 56 employers.
- CJS employee was enthusiastic and willing to learn – 46 employers.
- CJS employee was hard working and demonstrated a good work ethic – 30 employers.
- CJS employee showed real interest in and commitment to the organisation and/or job – 26 employers.
- CJS employee was good at their job – 24 employers.
- CJS employee showed real potential to become excellent employees – 21 employers.
- CJS employee was reliable and had good attendance rates – 16 employers.

Impact on Organisations

CJS aims to be a programme that also supports the development of third sector organisations. When asked in what ways CJS had an impact on their organisation, Figure 5.7 shows that over 50% said that CJS had enhanced the level of services that they deliver; had provided mentoring or supervisory experience for existing members of staff; and had widened the pool of people they would look to recruit from.

The employer focus group added further insight to the findings from Figure 5.7 by highlighting the following impacts their organisations had experienced from CJS:

- Able to expand the business and take on more contracts as they are productive employees.
- Demonstrate that the organisation can do what it encourages other organisations to do – i.e. recruit and support disadvantaged young people.
- Upskill existing members of staff as they gain experience of mentoring colleagues.
- Helped to soften recruitment methods by having less intimidating interviews and asking for fewer references.
- Provide some workforce stability to the organisation as CJS employees are employed for 6 to 9 months and Wage Incentive employees for 18 months.
- Frees up management time to spend on more strategic matters.

- CJS employees can bring:
 - Energy, enthusiasm and new ideas to the organisation.
 - New skills and expertise to the organisation – for example, social media, design and marketing skills.

Figure 5.7: Impacts of CJS (% of Employers)



Source: TERU CJS Employer Survey

Overall Views of CJS Programme

Figure 5.8 shows supervisors/line managers believed it achieved its aims.

- 94% of supervisors/line managers thought CJS was a 'very good' or 'good' employability programme. In Phase 1, the equivalent figure was 83%.
- 93% of supervisors/line managers thought CJS was a 'very good' or 'good' third sector organisation development programme. In Phase 1, the equivalent figure was 81%.

Figure 5.8: Overall Rating of Community Jobs Scotland (% of Supervisors / Line Managers)

	Very Good	Good	OK	Poor	Very Poor
Programme that Supports People Towards and Into Sustainable Employment	58	36	6	1	0
Programme that Supports the Development of Third Sector Organisations	57	36	6	1	0

Source: TERU CJS Employer Survey

Comparing Phase 1 to Phase 2, of the 173 employers responding to the survey who had also been involved with both Phases:

- 43% felt that Phase 2 was either better or much better.
- 46% felt there had been no change.
- 11% felt that their experience had been worse.

Aside from employers reporting that they are more accustomed to the CJS programme in terms of the processes involved and what is required of them as employers, the main reasons why they thought Phase 2 was an improvement on Phase 1 were:

- The off-the-job training for the CJS employees has been easier to access.
- The introduction of the £200 training budget provides some flexibility to the training sourced.
- Improved support and information from SCVO.
- The change in age focus has encouraged the employer to work with a different age group.

The main reason why some employers thought Phase 1 was better is due to the change in age focus. Due to the organisation's activities and/or client group (e.g. community drugs projects, social care, life coaching/mentoring roles, and driving roles) having older CJS employees is of greater value to the organisation. Linked to this point, some employers found that the younger age group in Phase 2 showed less enthusiasm for the job and required more support in the job.

Improving CJS

Asked what changes they would make to the CJS programme, the most commonly suggested changes by employers via the e-survey and supported by the employer focus groups were as follows:

- **Extend the CJS contract for CJS employees**, with most suggesting it should be extended to 1 year to allow the CJS employees to develop their skills and confidence further – reported by 36 employers.
- **Improved recruitment for CJS employees** – reported by 38 employers. Their suggestions included:
 - Use other recruitment channels – for example, some employers attended jobs fairs and found these effective ways of engaging directly with potential candidates.
 - Provide candidates with more information about the job and organisation.
 - Better screening of candidates prior to referral to CJS vacancies.
 - More support for candidates in filling out application forms.
- **Open up eligibility criteria to older unemployed clients** but also to clients on other unemployment programmes (e.g. Work Programme) – reported by 14 employers.
- **Further improvements to training provision** – 11 employers.
- **More in-work support for CJS employees**, for example through providing a key point of contact in SCVO for employees to contact, arranging networking opportunities for CJS employees, and providing them with in-work support if required – 9 employers.
- **Better progression opportunities at the end of the CJS employee's contract**, including having clear information around eligibility and processes for accessing wage incentive schemes to help extend CJS contract – 9 employers.
- **Extend time period for recruitment** as from notification of job award until end of recruitment period could be very tight – 5 employers.

- **Improve CJS paperwork requirements** – 4 employers.
- **Allow re-recruitment of CJS if early leavers** – 3 employers.
- **Longer commitment to CJS programme** so that it becomes a rolling programme rather than an annualised programme – 3 employers.

Chapter Summary

This chapter has set out the findings from an e-survey and two focus groups of CJS employers. The key findings are:

- Overall, 94% of supervisors/line managers thought CJS was a 'very good' or 'good' employability programme; and 93% thought CJS was a 'very good' or 'good' third sector organisation development programme.
- By different element, the strongest features were the employer registration process and the support for employers. While still generally positive, the number and quality of applications for the CJS jobs and accessing training scored less well.
- Once recruited, CJS employers rated their CJS employees highly. They were most impressed by their ability to get on with other staff, their willingness to learn and the fact that they stayed in the job.
- Many CJS employers have or would have kept on some or all of their CJS employees – particularly if the CJS employee had become core/valued part of the organisation; was enthusiastic and willing to learn; and was hard working and demonstrated a good work ethic.
- The CJS programme has also impacted on the organisation. 50% said that CJS had enhanced the level of services that they deliver; had provided mentoring or supervisory experience for existing members of staff; and had widened the pool of people they would look to recruit from.
- In terms of improvements to the CJS programme, their suggestions included improved recruitment processes; flexibilities around programme length and eligibility; better in-work support and progression opportunities for CJS employees.

6. Feedback from CJS Stakeholders

Introduction

This chapter sets out the views of key stakeholders of the CJS programme. Their views have been captured through one-to-one interviews and an e-survey of local authorities that was circulated via SLAED. The chapter follows the structure of Chapter 2 – i.e. the four different programme components – and concludes with stakeholders' wider observations of the CJS programme.

In general, stakeholders view CJS as a well-established model that has responded well to the change in age focus to 16-19 year olds, which is evidenced by the performance data set out in Chapter 3. However, they also recognise that there are some elements of the programme that have not been fully addressed since Phase 1 and it is important that these are acted upon.

Employer Registration Process

Stakeholders acknowledged that demand for CJS jobs from third sector organisations outstripped supply, which demonstrates the value third sector organisations place on the programme. However, some stakeholders questioned whether the registration process could be improved in terms of:

- Providing updates to LEPs on the organisations bidding into CJS and the number of jobs awarded locally. This information could enable the LEPs to identify organisations that are not engaging with CJS and encourage local young people to apply for the CJS jobs. LEPs may also be able to fund jobs that have not been approved by CJS, thereby building on the interest and commitment shown by third sector organisations and creating additional opportunities for young people.
- Providing greater feedback to third sector organisations as some organisations reported that they did not always receive feedback on why they did not get the number of CJS jobs that they had applied for.

Community Jobs Scotland Jobs

Stakeholders thought the CJS programme offered a wide range of jobs that were attractive and accessible to young people. Furthermore, the CJS employers provide an excellent environment in which CJS employees can develop as employees. While recognising the opportunities on offer, some stakeholders feel there is scope to be more ambitious in terms of:

- Engaging more third sector organisations with CJS as this will bring even more variety to the jobs on offer for young people. In the main, increasing the number of third sector organisations will involve engaging smaller organisations as the larger, national organisations are widely engaged. However, to be eligible for CJS, organisations need to have the appropriate staffing, policies and procedures to support a CJS employee and this discounts a large proportion of Scotland's third sector organisations.
- Being more selective in the number of jobs allocated to organisations. While not proposing an arbitrary cap per organisation, it is important that organisations do not have more CJS employees than the job tasks require.

- Encouraging applications from third sector organisations who are keen to use CJS employees to help trial a new project, service or social enterprise venture. If the trialled project, service or venture is successful and can be sustained, the CJS employee's prospects of being kept on are enhanced.
- Making greater use of local labour market intelligence to assess whether the CJS jobs can viably be filled locally. Particularly in rural areas, local knowledge can be used to avoid situations where CJS jobs are approved but are difficult to fill due to travel-to-work issues and mismatches in the types of jobs sought by local young people. Local intelligence is used at a later stage when CJS vacancies are not being filled but there may be scope to draw on local intelligence prior to finally approving the CJS jobs.

Box 6.1: Stakeholder Views of Wage Incentive Jobs

Stakeholder feedback on the Wage Incentive jobs has been very positive.

- The Wage Incentive jobs demonstrate effective joined up working between SCVO, DWP, Work Choice providers and Third Sector organisations. By working collectively, different funding sources and service provision has been brought together to the benefit of the Wage Incentive employees.
- The Wage Incentive employees have an excellent opportunity to develop as individuals, address their barriers to sustained employment, and demonstrate their value as effective and even indispensable employees.
- There are examples of Wage Incentive employees working alongside and doing the same training courses as CJS employees, which further enhances their integration into the wider workforce.
- The Wage Incentive employers benefit from having committed and enthusiastic employees. In addition, the employees are with them for 18 months which provides some added stability to their workforce.

In terms of areas to review or address in the future, stakeholder comments were:

- For some Wage Incentive employees, increasing the number of hours to over 16 hours per week could be more appropriate – although the employer is able to fund this themselves under current arrangements.
- There is scope to continue increasing the number of organisations that can create Wage Incentive jobs – particularly in some local authority areas where coverage is extremely limited.
- A number of referrals originate from the Wage Incentive employers (e.g. they had a volunteer who they thought would be suited to the job) but there is a danger that the individual is not Work Choice eligible, thereby causing potential fallout with clients and employers. Such instances need to be carefully managed.
- The role played by SDS around the Wage Incentive jobs could be enhanced – e.g. by increasing the number of referrals made.

Recruitment of CJS Jobs

Chapter 2 stated that the organisations most closely involved with the recruitment process – SCVO, Jobcentre Plus and SDS – believe that the process works well, albeit there has been and will continue to be a tightening up of processes to make them more effective and efficient. The key advantage of the current set up is that there is a consistent recruitment process operating across Scotland. Feedback from Scotland's local authorities, however, suggests that they would like to have greater involvement in the recruitment process. In the main, they would like to have more information about the number of CJS jobs created locally and the number of referrals made. While SCVO do produce reports to the Advisory Group, it is important that these reports are either enhanced to meet LEP information needs or more effectively cascaded to LEPs. The information would not only help LEPs understand what CJS jobs are available locally but also assess how effective the local recruitment processes are.

The opportunity for local authorities to refer directly to CJS was also raised as this could increase the number of referrals made to CJS jobs. However, other stakeholders felt that this would make the recruitment process less efficient as there could be multiple referral routes and this could lead to a number of ineligible candidates being put forward – which would frustrate both CJS employers and the candidates.

Training and Wider Supports for CJS Employees

Stakeholders widely felt that the training component works much more effectively than in Phase 1 and the model builds on the model used by SCVO to administer training under the Future Jobs Fund programme. The strengths of the approach are:

- Training can be tailored more to the needs of the CJS employee.
- SCVO can identify multiple requests for the same training and arrange a group training session – thereby helping to keep training costs down.
- SCVO actively encourage employers to take up the training offer for their employees so that the opportunity is not missed.
- Where practicable, third sector organisations are used to deliver the training, which is another example of how CJS can support the third sector.

While the Phase 2 training approach is an improvement on Phase 1, some stakeholders raised the following issues for consideration.

- Given that CJS jobs are temporary contracts, there is a need to ensure that the CJS employees are receiving high quality training on how to conduct effective job search. Some CJS employers can and do provide this themselves while others use the £200 training fund to pay for job search training. However, it is important that access to specialist job search training is increased for all CJS employees to help them with their post-CJS situation.
- In some cases, £200/head was not seen as enough to pay for the most appropriate training for individual CJS employees. As a result, employers would need to top up the amount from their own budgets.

- CJS employees cannot start a Modern Apprenticeship when on the CJS programme because they are not officially employed status⁷. For some stakeholders the inability to start a Modern Apprenticeship while on the CJS programme is a lost opportunity because the combination would likely achieve more sustainable outcomes, albeit at slightly higher cost. However, working within the current funding parameters, it is important that CJS employees are encouraged and able to progress on to Modern Apprenticeships with CJS viewed as a means of preparing young people for a Modern Apprenticeship.

Supporting Progression Post-CJS?

As identified in the evaluation of Phase 1, there does not appear to be an organisation that is responsible for supporting the progression of CJS employees into positive destinations after their CJS contracts. Given that these are temporary contracts, it is important that this support is in place. Encouragingly SDS have developed a process of contacting their referred CJS employees approximately 6 weeks prior to the end of their contracts to discuss their next steps; but Jobcentre Plus can only support the young person if they sign back on to JSA.

The key problem remains with identifying who has primary responsibility for supporting the young people's transition post-CJS. Does the primary responsibility lie with SCVO, the referral organisation (Jobcentre Plus or SDS), or the employer? It would then be that organisation's task to work with wider support organisations, particularly at the local level, to progress the young people into a positive destination.

In terms of actions that could support their transition,

- The SDS approach could be built upon with SCVO contacting all CJS employees approximately 2-3 months in advance of their contracted end date to advise them on support that is available.
- Building high quality job search training into the programme would help as the current arrangements for job search support are largely *ad hoc* in nature.
- Stakeholders highlighted the need to continue increasing awareness amongst CJS employers of employer recruitment programmes that could help extend the CJS employee's contract. For example, employers can apply to the Youth Employment Scotland Fund to extend the contract at half National Minimum Wage cost for the employer. In doing so, it is important that the rules and eligibility criteria for national and local authority recruitment incentives are mapped out and clearly communicated – a process that Jobcentre Plus has already started to carry out.

Wider Comments

In addition to the feedback on the different programme components, stakeholders questioned some of the wider programme design issues. This

⁷ The CJS programme is on Stage 4 of the Scottish Government's Employability Framework.

reflects the fact that stakeholders are now more familiar with the CJS model given it is in Phase 2. Their wider comments are outlined below.

- **Length of CJS job.** The six or nine month split is seen by some as too arbitrary and based on the financial calculation of employing 16-17 year olds versus 18-19 year olds (i.e. the NMW rate is lower for 16-17 year olds so the length of contract can be longer). While 16-17 year olds might in theory benefit from a longer employment period, the case could be made that some 18-19 year olds are in greater need for nine months employment because they may have been economically inactive for a longer period and so are less confident and further from the labour market than 16-17 year olds who may only recently have left school. In view of this, can any flexibility be brought to the length of time 18-19 year olds can be employed on CJS jobs? Is there the opportunity to extend all the jobs to 12 months and tie them into a Modern Apprenticeship?
- **Longer term commitment.** The current annual funding commitments from the Scottish Government to CJS lead to a stop-start programme that does not sustain year-to-year awareness, thereby requiring annual programme re-launches. A longer-term commitment that would permit a rolling programme of CJS starts would help address this.

Chapter Summary

Overall stakeholders feel that the model is well-established and there has been a very good response to the change in age focus to 16-19 year olds and the introduction of the Wage Incentive jobs. Importantly, the off-the-job training provision from Phase 1 has been changed and works better, albeit there is scope to consider how to ensure high quality job search training is provided. There are also other areas for improvement – and these include:

- The need for an organisation to have primary responsibility for supporting the progression of CJS employees into positive destinations after their CJS contracts.
- The opportunity for more information about CJS to be shared with LEPs so that they can contribute more to the programme.

7. Conclusions and Recommendations

Conclusions

1. CJS remains a valuable employability programme as it creates good quality and diverse job opportunities in supportive working environments for unemployed young people across Scotland. Jobs have been created in all 32 of Scotland's local authorities in volumes that are closely representative of the spread of 16-19 year olds who are in the More Choices, More Chances group.
2. In Phase 2, 1,420 jobs were created across 383 third sector organisations. Of these jobs, 290 were filled by 16-17 year olds; 918 by 18-19 year olds; 137 by 20-24 year olds; and 75 were Wage Incentive jobs. The maximum cost of each job was £5,250 per CJS job and £7,800 per Wage Incentive job excluding project management costs.
3. The post-CJS job entry rate is 39%. This is an improvement on the equivalent 32% job entry rate for 16-19 year olds in Phase 1. Ongoing tracking by SCVO will help establish what proportion of these job entries are sustained and how many CJS employees enter jobs or other positive destinations shortly after completing their CJS contract. A further 15% entered further education, higher education or volunteering – resulting in 54% achieving a positive outcome.
4. Feedback from the CJS employees is widely positive. They valued the CJS jobs themselves, the support from their line manager and colleagues, and the training they could access. As a result of the CJS programme, they report that their chances of finding future employment (particularly with a reference from an employer), their skills and confidence have all been enhanced through their CJS experience. The evaluation has also found that the CJS programme has helped to change their opinions of employment in the third sector and widen their employment horizons.
5. Critical to the programme's delivery are the jobs created by the CJS employers and their support and commitment to their CJS employees. For example, many employers provide mentoring, continued off-the-job training, additional off-the-job training and wider supports for their CJS employees.
6. The Phase 1 evaluation questioned how third sector organisations might respond to the change in focus to 16-19 year olds, but this has not been an issue with new organisations engaging with CJS and existing organisations reviewing and redesigning the CJS jobs they have applied for.
7. Employers have also embraced the Wage Incentive strand of the programme and have created a range of job opportunities for 75 young people with a disability or long-term health condition. With those surveyed experiencing a wide range of health-related conditions – e.g. visual impairments, learning disabilities, deafness, mental health problems,

seizures and depression – the Wage Incentive programme demonstrates that the CJS model has the potential to meet the needs of other disadvantaged client groups.

8. Feedback from employers on CJS as an employability and capacity building programme has been positive on both fronts. Much of this relates to the quality, skills and attitude of the young people recruited to the CJS programme – many of whom they have recruited or would like to recruit if they had the funding to do so. In particular employers sought to retain CJS employees when they had become a core part of the organisation; were enthusiastic and willing to learn; hard working and demonstrated a good work ethic; and real interest in and commitment to the organisation and/or job.
9. In summary, feedback from CJS employees, employers and stakeholders has been positive with recognition that changes have been made from Phase 1 that have enhanced the programme (e.g. the introduction of Wage Incentive jobs, a tighter employee recruitment process, and a revised training offer which has been easier to access and provided greater flexibility to meet individual needs).
10. However, employees, employers and stakeholders all identified improvements that can be made to the programme – some of which could help increase the job entry rate further. The main issues identified are:
 - Some difficulties encountered by young people and CJS employers at the recruitment stage.
 - Lack of clarity around the off-the-job training offer.
 - No clear responsibility or process for supporting CJS employees into positive destinations after their CJS contracts.
 - Limited connections with LEPs across Scotland.

The recommendations below seek to respond to the issues identified with the intention of further improving the CJS programme into Phase 3.

Recommendations

1. Engage More, Smaller Third Sector Organisations in CJS

Stakeholder and employer feedback suggested that more could be done to engage more (and particularly smaller) third sector organisations with the CJS programme. Partly this would help increase the number of CJS jobs in under-represented local authority areas (e.g. South Lanarkshire and West Lothian), but more generally it would help increase the diversity and quality of CJS jobs created for young people. The organisational structure of third sector organisations and their location (due to the need for an equitable distribution of CJS jobs across Scotland's 32 local authorities) inevitably limits the number of organisations that can be allocated CJS jobs, but there is the potential to have more organisations providing CJS jobs. To engage a wider number, there would appear to be scope to market CJS more strongly across the Third Sector interfaces, local intermediaries and other national third sector organisations.

2. Enhance Recruitment Advertising to Increase Number of Applications to CJS Jobs

The feedback from the CJS employees suggested that young people have limited awareness of CJS jobs, while CJS employers report a lack of applicants to their CJS jobs. This means that the mechanisms used to advertise the CJS vacancies (i.e. information via Jobcentre Plus and SDS advisors and GoodMoves website) are not working as effectively as desired. To increase awareness of and applications to CJS vacancies, the following measures are proposed:

- **Ensure effective communication of CJS vacancies amongst frontline staff** of Jobcentre Plus, SDS and LEPS. It is important that frontline staff are fully aware of the CJS vacancies and can inform young unemployed clients to better support their applications. As part of this, SCVO could expand its weekly reports of live vacancies for Jobcentre Plus and SDS staff in some local authority areas to produce weekly reports for all 32 local authority areas that could be circulated to each LEP. To support this process, SLAED should ensure that SCVO have the most appropriate contacts in each LEP to send the weekly reports to.
- **Expand use of jobs fairs** to engage potential young people as the employer focus groups found this a productive way of attracting applicants. If there are jobs or careers fairs during the recruitment phase, these should be attended by representatives of the CJS programme.
- **Better monitoring of recruitment volumes** should be introduced to record the number of referrals made to each CJS vacancy. This information will enable the effectiveness of the recruitment efforts to be monitored.

3. Clarify Off-the-Job Training Offer

The feedback from CJS employees, employers and stakeholders found there was some confusion around what the off-the-job training could cover – particularly whether SVQs could be part-funded through the CJS training fund. It is important that there is clarity around the training offer and that this information is communicated to CJS employers and employees.

In terms of changing the training offer, partners should also consider whether high quality, structured job search training could be built into the CJS programme as this will help better prepare CJS employees for the end of their CJS contracts. Furthermore, is there the possibility of better aligning CJS job to Modern Apprenticeships? Both options would arguably help to increase the job entry rate and support young people's long-term labour market prospects.

4. Establish a Programme Point of Contact for CJS Employees

From the feedback from CJS employees and employers, there would appear to be value having a named contact within SCVO for CJS employees to contact should they have any questions about their contract, their employer, the training that they are eligible for and other matters related to the programme. A key aspect of the position would be to provide clear and easy to understand information that cuts through any areas of confusion. This is not

expected to be a full-time commitment for the named contact but instead one that could be managed alongside their wider job responsibilities and duties.

5. Promote Effective Transitions to Positive Outcomes

The Phase 1 evaluation highlighted the lack of clear responsibility for helping CJS employees into sustainable employment beyond the duration of their CJS contract – and this remains the situation in Phase 2. Given that CJS jobs are temporary contracts and that the percentage of leavers entering employment, education or other positive outcome rates are at around 50%, it is important that greater attention is paid towards how best to support CJS employees into positive destinations. The process developed by SDS to contact CJS employees approximately 6 weeks before the end of their contract is an encouraging development and one that other partners should follow. Beyond this, other options that will help connect CJS employees to the wider labour market include ensuring they receive high quality job search support and undertaking accredited training that is sought by employers.

6. Better Integrate CJS within LEP Provision

The Phase 1 evaluation highlighted the need to better integrate CJS with LEP provision in order to better support young unemployed people before and after their CJS jobs. Employers are provided with information about the LEPs by SCVO but LEP area leads continue to report that they receive little information about CJS in their area from SCVO. As other recommendations have outlined, LEPs can have a greater input into the CJS programme – particularly in supporting the recruitment for the CJS vacancies and in supporting young people at the end of their CJS contracts.



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ISBN: 978-1-78412-122-8 (web only)

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St Andrew's House
Edinburgh
EH1 3DG

Produced for the Scottish Government by APS Group Scotland
DPPAS20545 (12/13)

Published by the Scottish Government, December 2013

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